

ADMINISTRATIVE MATERIAL USE ONLY

FILE

DD/S 72-4102

15 NOV 1972

MEMORANDUM FOR: Executive Director -Comptroller

SUBJECT : Annual Conference of the National Capital Area  
Chapter of the American Society for Public  
Administration

1. The Agency sponsored seven employees (two Support Officers and five Personnel Officers) for attendance at the Annual Conference for the National Capital Area Chapter of the American Society for Public Administration which was held at the Statler Hilton Hotel on 26 and 27 October.

2. On the basis of critiques submitted to us by the attendees of the two-day Conference, the following comments I believe are worth noting:

a. The emphasis of this year's conference was on the new federalism, government and environment, economic stabilization, revenue sharing and productivity. The content and format of the local two-day conference was similar to the Annual National Conference on Public Administration which was held in New York City from 21 to 25 March.

b. The keynote address was given by Mr. Frank Pace, President of International Executive Service Corporation, who spoke of the interest and challenge he had found in a long government career. He anticipates a more expanded interface between government and the private citizen as the citizen's awareness of the government role in his life increased and as the government's sense of accountability to the public is sharpened. Mr. Pace spoke enthusiastically about the International Executive Service Corporation. This corporation, about seven years old and funded jointly by the U.S. Government and the corporation's revenue producing activities, brings together retired U.S. businessmen whose services as management and industrial advisors are loaned to foreign governments and businesses on a fee basis.

c. An outstanding part of the two-day session was the luncheon address given by Ms. Elizabeth Koontz, Deputy Assistant Secretary and Director, Women's Bureau, Department

<b>TRANSMITTAL SLIP</b>		DATE 13 November 1972
TO: STAT	<i>Mr. Coffey</i>	
ROOM NO.		
REMARKS:		
<p>I verified with [ ] that          Para 2a was correct but unaware of Mr.          Coffey's reservation, we have dropped the          last sentence from this rewrite. Also          added some thoughts to Para 2c and 2 d          drawing upon [ ] report.</p> <p><i>JWC</i>  <i>Recommend your</i>  <i>signature - R</i></p>		
FROM:		
ROOM NO.	BUILDING	EXTENSION

FORM NO. 241  
1 FEB 55

REPLACES FORM 36-8  
WHICH MAY BE USED.

(47)

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-2-

of Labor. The insights and shared experiences by Ms. Koontz on the subject of female employment as seen from her vantage point were deeply moving and compelling. Her speech was a low-keyed well reasoned appeal to her largely male audience for allowing women to develop and utilize the full range of their intellectual abilities on a competitive and nondiscriminatory basis with men. Inasmuch as she was discussing a major problem of government in a conclave of about 500 administrators, her message was timely and well placed on the program.

d. All of the CIA participants were overtly identified with the Agency on their name plates which all attendees wore. Attendees reported that no factors in registration or personal participation would preclude sponsorship of personnel [ ] for this conference. The format does not require of the attendee that he talk either singly or in group situations, about his daily working experience.

STATINT

e. There seems to be no question that conferences such as the ASPA two-day annual meeting give attendees a sense of professionalism. Selection for conference participation serves as a motivator and reward not only for those selected but also for their peers who are cognizant of Agency interest in providing opportunities for careerists to participate in professional meetings.

3. All comments that I have received have favorably presented the ASPA Conference as a useful opportunity for individuals to gain insight in matters of interest to colleagues in public administration. This year's representatives have urged that we continue to support the conferences by encouraging and sponsoring participation.

(signed) John W. Coffey

John W. Coffey  
Deputy Director  
for Support

Distribution:

Orig - Addressee

1 - ER

✓ 1 - DD/S subj

1 - DD/S chrono

1 - ACMO/DDS

STAT ACMO/DD [ ] ap o (8 Nov 72)

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NOTE: On 13 Nov 72 I received  
one copy only of DD/S 72-4128  
which was attached as background  
to DD/S 72-4102. I don't know  
if Mr. Coffey still has the orig  
or if it's down in   
office.

STAT

Ellen  
13 Nov.

Registry shows DD/S 72-  
4033 charged to GWO (this  
means including ticket);  
~~On~~ Shirley handcarried  
orig to me on 3 Nov. to be  
attached to DD/S 72-4102  
as background -- she says  
she doesn't know where the  
ticket is.

Ellen  
3 Nov 72

STAT

MR. COFFEY

*NOTED on  
JWC CALENDAR  
MAY 11/8*

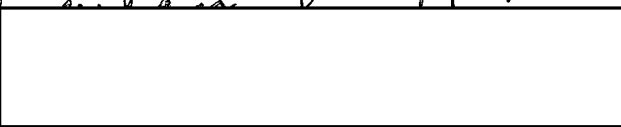
REGISTRY

para. 2a - last sentence  
is not such



para. c - what was her  
point? Also should we  
sell as "bored"?

para. 2d - are attendees  
registered with organization  
names etc? Do we  
really mean Agency people  
with



Could get away with it.

STAT

7 NOV 1972

Approved For Release 2003/02/27 : CIA-RDP84-00780R004600130004

Left

Can

AS 2

Approved For Release 2003/02/27 : CIA-RDP84-00780R004600130004

(The attached was revised and  
has been returned for signature.)

STAT

[Redacted]

STATINTL

MR. WATTLE

MR. COFFEY

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DD/S 72-4102

MEMORANDUM FOR: Executive Director -Comptroller

SUBJECT : Annual Conference of the National Capital Area  
Chapter of the American Society for Public  
Administration

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2. On the basis of critiques submitted to us by the attendees of the two-day Conference, the following comments I believe are worth noting:

a. The emphasis of this year's conference was on the new federalism, government and environment, economic stabilization, revenue sharing and productivity. The content and format of the local two-day conference was similar to the Annual National Conference on Public Administration which was held in New York City from 21 to 25 March. The principal difference being that the local conference was given on a smaller scale.

b. The keynote address was given by Mr. Frank Pace, President of International Executive Service Corporation, who spoke of the interest and challenge he had found in a long government career. He anticipates a more expanded interface between government and the private citizen as the citizen's awareness of the government role in his life increased and as the government's sense of accountability to the public is sharpened. Mr. Pace spoke enthusiastically about the International Executive Service Corporation. This corporation, about seven years old and funded jointly by the U.S. Government and the corporation's revenue producing activities, brings together retired U.S. businessmen whose services as management and industrial advisors are loaned to foreign governments and businesses on a fee basis.

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-2-

c. An outstanding part of the two-day session was the luncheon address given by Ms. Elizabeth Koontz, Deputy Assistant Secretary and Director, Women's Bureau, Department of Labor. The insights and shared experiences by Ms. Koontz on the subject of female employment as seen from her vantage point were deeply moving and compelling. Inasmuch as she was discussing a major problem of government in a conclave of about 500 administrators, it is believed and hoped that her contribution will have residual impact for some time to come.

d. There appears to be no need to limit participation in this conference to overt Agency employees. Attendees are not called upon to represent their individual agencies and delegates from all branches of government attend the conference sessions.

e. There seems to be no question that conferences such as the ASPA two-day annual meeting give attendees a sense of professionalism. Selection for conference participation serves as a motivator and reward not only for those selected but also for their peers who are cognizant of Agency interest in providing opportunities for careerists to participate in professional meetings.

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John W. Coffey  
Deputy Director  
for Support

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DD/S 72-4102

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-2-

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John W. Coffey  
Deputy Director  
for Support

1. - We generally "reverse" the  
dates --

26 and 27 Oct

21 - 25 March

AGREE -  
PARTICULARLY  
AT END OF  
SENTENCE

2. a hyphenated word is continued  
on the second page AGREE

3. line 1, pg 2, capitalize  
Corporation

NO

\*\*\*

The above may not be important  
enough to cause the memo to be  
retyped -- but I do not think item  
2 is proper.

P.

SEE OTHER CORRECTIONS

TRANSMITTAL SLIP		DATE	STAT
TO: Mr. Coffey via Mr. Wattles via Mr.			
ROOM NO.	BUILDING	LDP/ra	
REMARKS:			
Request your signature.			
		STAT	
FROM:			
ROOM NO.	BUILDING	EXTENSION	

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DD/S 72-4128

2 NOV 72

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Report on Third Annual Conference,  
National Capital Area Chapter of  
the American Society for Public  
Administration (ASPA)

1. On 26 and 27 October 1972 the writer attended the subject conference at the Statler Hilton Hotel, Washington, D.C.

2. Conference Format

Under the general theme of "The Citizen and the Government" the conference consisted of presentations on eight major topics or "tracks". Each of these was presented in four panel sessions over two days. There were approximately 425 attendees from US and local government agencies together with some students from local universities. Among the 32 separate sessions were 123 panelists with backgrounds as follows:

US Government	38
State and Local Government	28
Private Foundations	27
Universities	14
Private Industries	13
Supranational Organizations	3
Total	123

The general procedure followed was the presentation of views by the panelists followed by questions from the attendees. Additionally, there were three guest speakers at the keynote and luncheon sessions.

3. Panels Attended

The writer selected basically four sessions on relevant administrative and management topics and looked in on several other panels very briefly. There is attached a separate paper on each of the principal sessions.

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#### 4. Guest Speakers

The high points were the guest speakers. The keynoter, Mr. Frank Pace, spoke of the interest and challenge he had found in a long government and civilian career. He contrasted the satisfaction found in government from the "sense of working for something bigger than yourself" with the more self-centered, profit-oriented motivation of private business. Mr. Pace anticipates over the next few years a more expanded "interface" between government and the private citizen as the citizen's awareness of the government role in his life increases and as the government's sense of accountability to the public is sharpened. On an international scale he cited, as an example of the effectiveness of this public/private interface, the enormous expansion of Japanese exports, an achievement which required the close cooperation of Japanese business, labor, government, and private sectors. Mr. Pace spoke enthusiastically about the success of the program he is currently working on, the International Executive Service Corporation. This corporation -- about seven years old and funded jointly by the US Government and the corporation's consultant activities -- employs on a no compensation basis retired US businessmen whose services as managerial and industrial advisors are loaned to foreign governments and businesses for a fee. Another speaker was Mrs. Elizabeth D. Koontz, Director, Women's Bureau, Department of Labor, on women in the US Government. Her speech was a low-keyed well reasoned appeal to her largely male audience for allowing women to develop and utilize the full range of their intellectual abilities on a competitive and non-discriminatory basis with men. Mrs. Koontz is an amusing and skillful speaker. For the last 15 minutes of her 40-minute address she had her audience spellbound. Mr. Russell Train, the third guest speaker and Chairman of the President's Council on Environmental Quality, spoke on the environment issue from a prepared text unlike the others. Mr. Train evidently is an able and dedicated man but for me he did not come on so strongly.

#### 5. Cover Considerations

All of the CIA participants were overtly identified with the Agency on their name plates which all attendees wore. No one seemed to find it unusual

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STATINTL

that the Agency would send participants to the ASPA conference. I see no reason why most personnel [ ] could not attend these conferences. The format does not require of the attendee that he talk, either singly or in group situations, about his daily working experience. The possible confrontation with other

STATINT

STAT

6. Evaluation and Recommendation

In general, I found this conference well-organized and a useful, educational, and interesting personal experience. It afforded me an opportunity to see what other professionals in the field of public administration are doing. Some of the sessions reviewed specific management techniques relevant to my work and to overall Agency management. Naturally, the sessions were of somewhat uneven quality, varying in interest according to the communications skills of the panelists. Certainly, however, the support generalist and those officers in management oriented positions in the functional support services should find participation in the ASPA conferences useful and stimulating. More specialized support personnel would find them a welcome change of pace. At a cost of two days of working time and \$55 for the entrance fee the conference was well worthwhile. I recommend broadened participation at forthcoming ASPA conferences.

STAT

[ ]  
Chief, Administrative Staff, OER

Distribution:

Orig & 1 - Addressee  
3 - St/A

St/A/ER [ ] (2 Nov 72)

STAT

<input checked="" type="checkbox"/>	UNCLASSIFIED	<input type="checkbox"/>	CONFIDENTIAL	<input type="checkbox"/>	SECRET
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# OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support		
2			
3			
4			
5			
6			

<input type="checkbox"/>	ACTION	<input type="checkbox"/>	DIRECT REPLY	<input type="checkbox"/>	PREPARE REPLY
<input type="checkbox"/>	APPROVAL	<input type="checkbox"/>	DISPATCH	<input type="checkbox"/>	RECOMMENDATION
<input type="checkbox"/>	COMMENT	<input type="checkbox"/>	FILE	<input type="checkbox"/>	RETURN
<input type="checkbox"/>	CONCURRENCE	<input type="checkbox"/>	INFORMATION	<input type="checkbox"/>	SIGNATURE

## Remarks:

Mr. Coffey:

Per our conversation, Mr. Colby would appreciate the benefit of any nourishment your attendees receive at the conference.

STAT

		TO RETURN TO SENDER	
FROM		ADDRESS AND PHONE NO.	DATE
O/ExDir/			10/26/72



EXECUTIVE OFFICE OF THE PRESIDENT  
OFFICE OF MANAGEMENT AND BUDGET  
WASHINGTON, D.C. 20503

72-4033  
Executive Registry  
72-5536

OCT 20 1972

Mr. William E. Colby  
Executive Director-Comptroller  
Central Intelligence Agency  
2430 E Street, N.W.  
Washington, D.C. 20505

Dear Mr. Colby:

I would like to call to your attention the forthcoming Annual Conference of the National Capital Area Chapter of the American Society for Public Administration which will be held at the Hilton Hotel in Washington, D. C. on October 26 and 27. As you know, the American Society for Public Administration is a professional organization dedicated to the improvement of management in all phases of the public service through the development and dissemination of information about public administration. The National Capital Area Chapter has conducted a large number of useful programs in Washington and held two successful annual conferences in 1970 and 1971.

The Office of Management and Budget will not be sponsoring a Management Improvement Conference in 1972. The ASPA Conference will, therefore, be one of the best opportunities for those of us concerned with the management of public programs to consider in some depth current problems and developments. Under the leadership of Frank Elliott, who is serving as Conference Chairman, an excellent program has been put together and the participation of highly qualified speakers and panelists has been enlisted. I am enclosing a copy of the program. Officials of the Office of Management and Budget have taken an active part in the planning of this Conference and William H. Kolberg is a track leader for the highly important subject "Making the Federal System Work." OMB Associate Director, James S. Dwight, Jr., and I will be chairing panels and a number of other White House and OMB staff will be playing an active role in the Conference.

I hope that you will be attending this Conference. Please call to the attention of your associates this excellent program and encourage officials and employees of your Agency to register and take an active part in the sessions.

Sincerely,

  
Dwight A. Ink  
Assistant Director

Enclosure

American Society for Public Administration  
National Capital Area Chapter



**THIRD ANNUAL CONFERENCE**

**THE CITIZEN AND  
THE GOVERNMENT**

**THURSDAY, OCTOBER 26  
and FRIDAY, OCTOBER 27**

STATLER HILTON HOTEL  
16th & K Streets, N.W. Washington, D.C.

*(See Other Side for Exciting Panel Program Plans)*

Registration Fee: ASPA Members – \$45 LUNCHEONS INCLUDED	Non-Members – \$55 TWO DAY RESERVATIONS ONLY	Full-Time Students – \$20
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*Agency-sponsored registration of Federal employees for the Annual ASPA Conference is authorized by Section 9 of the Government Employees Training Act (United States Code, Title 5, Chapter 41). Meals are directly incident to the total training program.*

FOR FURTHER INFORMATION, CONTACT:

Dr. Albert G. Maltz  
U.S. Civil Service Commission  
Tel. 632-6090

(clip and mail)

(clip and mail)

REGISTRATION FOR 1972 ANNUAL ASPA CONFERENCE:

"THE CITIZEN AND THE GOVERNMENT"

*Return by October 18 to:*

Dr. Albert G. Maltz  
Conference Manager  
11701 Tifton Drive  
Potomac, Maryland 20854

Check one: ☐ ASPA Member ☐ Non-Member ☐ Full-Time Student

Check one: ☐ Registration fee enclosed in amount of \$  
(Check payable to: "American Society for Public Administration – NCAC")  
☐ Agency Billing Authorization enclosed

NAME \_\_\_\_\_ OFFICE TELEPHONE NO. \_\_\_\_\_

MAILING ADDRESS \_\_\_\_\_

CITY/STATE \_\_\_\_\_ ZIP \_\_\_\_\_

AGENCY/ORGANIZATION or SCHOOL \_\_\_\_\_

Panels in which I am most interested: (Indicate Track No. and Panel letter)

Thursday A.M. # \_\_\_\_\_ Friday A.M. # \_\_\_\_\_  
P.M. # \_\_\_\_\_ P.M. # \_\_\_\_\_

## PANEL PROG

## SPECIAL FEATURES

## ★ MIX or MATCH TRACKS and PANELS

- Eight Optional Tracks
- Each Track Featuring Three or More Panel Sessions

## ★ OUTSTANDING KEYNOTE SPEAKER

- Frank Pace, President, International Executive Service Corporation.

## ★ PROVOCATIVE LUNCHEON ADDRESSES BY

- Russell E. Train, Chairman, President's Council on Environmental Quality ... (Thursday)
- Elizabeth D. Koontz, Director, Women's Bureau, U.S. Department of Labor ... (Friday)

## ★ SPECIAL FRIDAY MORNING NATIONAL CAPITOL AREA CHAPTER ASPA RAP SESSION, FEATURING

- Seymour S. Berlin, Executive Director, ASPA ... and ...
- Norman Beckman, President, NCAC, ASPA

## ★ CASH BAR COCKTAIL HOUR (Thursday p.m.)

	8 OPTIONAL TRACKS and TRACK LEADERS
1	Management: State of the Art, Frank B. Elliot, Assistant Secretary for Administration, Department of Agriculture
2	Human Resource Management, Lloyd W. Grable, Director, Office of Civilian Manpower Management, Department of the Navy
3	Delivering Public Service, Joseph P. Yeldell, Director, Department of Human Resources, District of Columbia Government
4	Making the Federal System Work, William H. Kolberg, Assistant Director for Program Coordination, Office of Management and Budget
5	Citizen Protection and Advocacy, Graham W. Watt, Deputy Mayor, Washington, D.C.
6	Government and the Environment, Wallace D. Bowman, Assistant Chief, Environmental Policy Division, Library of Congress
7	Government and Inflation, Bert Lewis, Executive Director, Price Commission
8	Government and Technological Change, Daniel V. DeSimone, Assistant to the Director, Office of Science and Technology, Executive Office of the President

THURSDAY, OCTOBER 26, 1972	
MORNING SESSION PANEL A AND PANEL CHAIRMEN	AFTERNOON SESSION PANEL B AND PANEL CHAIRMEN
1-A Is Today's Manager Obsolete? Dr. Douglas Bray, Director, Management Selection and Development Research, AT&T	1-B Public Needs and Policy Formulation. Jack W. Carlson, Assistant to Director for Planning and Economic Affairs, OMB
2-A Special Programs and Race Relations: Government / Industry / Community Involvement. James Nixon, Manager, Equal Opp'y / Minority Relations, G.E.	2-B The Troubled Employee. Donald A. Phillips, Alcoholism Program Manager, U.S. Civil Service Commission
3-A The Super Agency: Super-Organization or Super-Headache? Joseph P. Yeldell	3-B Welfare Reform: What Will it Mean for Local Governments? Richard P. Nathan, Deputy Under Secretary, HEW
4-A Picking Up After the Sixties: The "New Federalism." James S. Dwight, Jr., Associate Director, Office of Management and Budget	4-B A New Layer of Government: The Influence and Problems of Sub-State, Multi-Purpose Districts. Dwight A. Ink, Assistant Director, OMB
5-A The Roles of the Activist, Advocate, and Mediator. George J. Washnis, Director, Municipal Studies Ctr. for Governmental Studies.	5-B Interpersonal Aspects of Conflict Management. Dale Lake, Consultant, National Training Laboratory, Inst. of Applied Behavioral Science
6-A Perspectives on Stockholm: The 1972 U.N. Conference on the Human Environment. Lynton K. Caldwell, Professor, Political Science, Indiana U.	6-B Administrative Issues Relating to Environmental Impact Assessments. Michael Michaelis, Arthur D. Little Inc.
7-A The Economic Stabilization Program: An Appraisal. Hobart Rowen, Assistant Managing Editor, Washington Post	7-B Inflation and Unemployment. Charles C. Holt, Project Director, Urban Institute
8-A The Limits of Growth. Dr. Lawrence A. Goldmuntz, Office of Science and Technology, Executive Office of Science and Technology, Executive Office of the President	8-B Sharing Technology with State and Local Governments. Dr. Billy E. Caldwell, Office of Science and Technology, Executive Office of the President

RAM PLANS

FRIDAY, OCTOBER 27, 1972	
MORNING SESSION PANEL C AND PANEL CHAIRMEN	AFTERNOON SESSION PANEL D AND PANEL CHAIRMEN
1-C Management Information Systems for Government. Professor Adrian McDonough, Wharton School, University of Pennsylvania	1-D Measuring Performance. Walter Hasse, Chief, Management Information and Computer Systems Division, OMB
2-C The Future of Labor Negotiations. John C. Shinn, Deputy Assistant Secretary of Labor	2-D Management by Motivation. Dr. James Mosel, Professor of Psychology, George Washington University
3-C How Do You Create an Urban Education System?	3-D Can Government Meet the Problem of Drug Abuse? Dr. Raymond Lloyd, Dept. of Human Resources, D.C. Government
4-C The Intergovernmental Scramble for Revenue: Fact and Fiction. Dr. Edwin L. Harper, Assistant Director, Domestic Council, White House	4-D State and Local Adaptation: Is it Enough to Count? C.D. Ward, Deputy Director, Off. of Intergovernmental Relations
5-C Citizen Advocacy and the Media. Gwendolyn A. Bullock, Special Assistant to Deputy Mayor, Washington, D.C.	5-D Can Law and Justice be Administered? Tedson Meyers, Member, D.C. City Council
6-C Energy Organization and Policy. Tom W. Wilson, Jr., International Institute for Environmental Affairs	6-D (Continuation of 6-C)
7-C Government as a Source of Inflation. Charles E. Olson, Associate Professor, University of Maryland	7-D Productivity: What Can Government Do? John M. Stewart, Executive Director of the National Commission on Productivity
8-C Stimulating Technological Innovation. Michael Michaelis, Arthur D. Little, Inc.	8-D Open

Section 9 of the Government Employees Training Act (United States Code Title 5, Chapter 41) Meale are

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DD / S R E G I S T R Y

FILE Meetings

DD/S 72-4173

8 NOV 1972

MEMORANDUM FOR: Director of Strategic Research

Bruce:

This will confirm our invitation to speak to our Staff on the morning of 28 November 1972 about your Office, its function and product. As I explained on the phone, we are undertaking a program of indoctrination and updating on the other parts of the Agency. Among others, Carl Duckett and Dick Lehman have talked with us. We recognize that a comprehensive coverage is not possible but we also do not want to impose and would be most pleased if we had thirty minutes of your time. Our Staff meets in the DD/S Conference Room, 7D34, at 10:30 a.m.

15/12  
Robert S. Wattles

ADD/S;RSW/ms (8 Nov 72)

Distribution:

- Orig & 1 - Adse
- 1 - DD/S Chrono
- 1 - DD/S Subject
- 1 - RSW Chrono